

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.



**ANNUAL REPORT
2021 - 2022**

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Brain Injury Community Re-entry (Niagara) Inc. (BICR) is a not-for-profit organization that provides support services and rehabilitation to individuals living with the effects of an acquired brain injury. Our administrative office is located in Thorold and services are provided throughout the entire Niagara Region.

The organization was founded in 1988 by a group of concerned parents and professionals who felt that specialized services were needed in the region. Our volunteer Board of Directors consists of an organization founder, rehabilitation professionals, and other community partners, which oversees our programs. Funding is provided by a variety of sources including the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) and the Ontario Ministry of Health and Long Term Care, third party payers, fundraising and private donations.

MISSION STATEMENT

Brain Injury Community Re-entry will provide support and leadership to individuals, their families and/or caregivers within the Niagara Region living with the effects of an acquired brain injury. We promote self-direction, facilitate opportunities for meaningful adaptation, and contribute to the development of the agency and its people. We participate in advancements in the field of rehabilitation, and participate in partnerships that foster ongoing dialogue with the individual and their support network.

VISION STATEMENT

To lead in the field of acquired brain injury rehabilitation, providing advocacy for successful re-entry into the community.

STATEMENT OF PHILOSOPHY

The provision of support services is based on the following beliefs:

- Each individual is a unique adult and is deserving of respect and dignity.
- Support should be flexible, individualized and reflective of choices, abilities and existing support networks.
- Choice often involves some elements of risk. Where possible, individuals will be permitted to experience the result of their choices to the extent that they are able.
- Independence is a dynamic process of accessing people and services as challenges and successes change.

We rigorously promote the rights of the individual and promote recognition of acquired brain injury and how it affects individuals and families through ongoing advocacy and public education.

Disclaimer: Brain Injury Community Re-Entry (Niagara) Inc. acknowledges funding support for many of our programs and services from the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) and the government of Ontario.

The views expressed in this publication are the views of Brain Injury Community Re-Entry (Niagara) Inc. and do not necessarily reflect those of the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) or the government of Ontario.

Well we are here again for our Annual General Meeting but this year, unlike the past few years, we are able to be in person. We will be able to see one another "face to face" which will feel like we are getting back to normal. Is anyone getting tired of the Pandemic? I know I am. Zoom meetings solve the problem but I love to see people in person.

Thank you to Frank, the Managers and to all the staff for carrying out another successful year. We even had Accreditation Canada completed successfully and congratulations to all who helped. Unfortunately, COVID-19 will not go completely away, making it harder on BICR staff but you all have done an amazing job. Thank you!

Have a safe and relaxing summer, keep your distance and keep your mask on when necessary.

NICK OSTRYHON

PRESIDENT

RAPPORT ANNUEL DU PRÉSIDENT

2021 - 2022

Nous voici de retour pour une autre assemblée générale annuelle. Cette année, contrairement aux dernières années, nous pouvons nous retrouver en personne, ce qui nous donnera l'impression d'un retour à la normale. Y en a-t-il parmi vous qui êtes fatigués de la pandémie? Je le suis certainement. Les réunions sur Zoom offrent certainement une solution, mais je préfère de loin voir les gens en personne.

J'aimerais remercier Frank, l'équipe de direction et tous les membres du personnel de leurs efforts, lesquels nous ont permis de connaître autant de succès cette année. Nous avons terminé le processus d'agrément d'Agrément Canada avec succès. Merci à toutes les personnes qui y ont participé. La COVID-19 ne disparaîtra malheureusement jamais complètement, ce qui rend la vie plus difficile pour le personnel de BICR, mais vous avez tous accompli un travail exceptionnel. Merci!

Je vous souhaite un été relaxant et sécuritaire. Gardez vos distances et portez votre masque lorsque cela est nécessaire.

NICK OSTRYHON

PRÉSIDENT

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT
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It is incredible that another year has passed and we are still contending with the COVID 19 pandemic. This has truly been a life altering time for participants, families and staff at BICR. I must commend the staff for all of their efforts throughout these unprecedented times, their dedication and work ethic has been second to none. The management staff have been truly exceptional throughout this ordeal and have assisted with consistency of services for all our participants.

BICR completed the Accreditation Canada cycle this past year and received the highest rating possible with "Exemplary Status." Thank you to all who assisted in this rigorous endeavor.

I would like to thank our participants and families for their patience and resiliency throughout these very difficult times. I appreciate that many adapted to virtual supports and families in our residential settings could not see their loves ones for prolonged periods of time because of Public Health restrictions.

BICR could not be an exemplary organization without the constant support and efforts of our valued Board of Directors. The organization is so fortunate to have such a dedicated group of individuals who always provide sound expertise and guidance.

I would like to wish Brian Minard good fortune as he departs our Board of Directors, his dedication and service has been greatly appreciated over his tenure.

Lastly, I wish everyone a healthy and safe future and hope that we can get back to as normal of life as possible.

FRANK GRECO
CHIEF EXECUTIVE OFFICER

RAPPORT ANNUEL DU DIRECTEUR GÉNÉRAL

2021 - 2022

Il est difficile de croire qu'une autre année s'est écoulée et que nous devons encore composer avec la pandémie de la COVID-19, qui a profondément bouleversé la vie des participants, des familles et du personnel de BICR. J'aimerais féliciter les membres du personnel de tous les efforts qu'ils ont déployés pendant cette période sans précédent; leur dévouement et leur conscience professionnelle ont été incomparables. L'équipe de direction s'est démarquée pendant ces temps difficiles et a contribué à assurer la constance des services pour tous nos participants.

BICR a terminé le processus d'agrément au cours de la dernière année et a reçu la plus haute distinction possible, l'agrément avec « mention d'honneur ». Nous remercions toutes les personnes qui ont participé à cette démarche rigoureuse.

J'aimerais aussi remercier nos participants et leur famille de la patience et de la résilience dont ils ont fait preuve pendant ces moments difficiles. Certains ont dû s'adapter à recevoir du soutien virtuellement et d'autres n'ont pu voir leur proche pendant de longues périodes en raison des restrictions sanitaires à respecter dans nos résidences.

BICR ne pourrait être un organisme exemplaire sans le soutien et les efforts continus des membres estimés de notre conseil d'administration. Nous avons la chance de pouvoir compter sur un groupe de personnes dévouées qui nous offrent immanquablement leur expertise et leurs conseils précieux.

J'aimerais souhaiter à Brian Minard, qui quitte le conseil, beaucoup de succès dans ses activités futures. Nous lui sommes reconnaissants de son dévouement et de son service.

Pour terminer, j'aimerais souhaiter à tout le monde de rester en sécurité et en santé. J'espère que nous pourrions retourner à la normale bientôt.

FRANK GRECO
DIRECTEUR GÉNÉRAL

GENERAL OVERVIEW

The Intake Department continues to remain busy despite the complications and restrictions brought on as a result of the COVID-19 virus. In order to comply with both provincial and agency restrictions, the Intake Department has needed to adapt its intake process. Most of this fiscal year was spent completing the intake and application process virtually. Potential applicants were mailed information and applications either via traditional mail or email. The Intake Coordinator provides assistance over the phone to coordinate the completion of applications. While this process has its challenges and is not ideal, there have been positive outcomes. The Intake Coordinator has established new relationships with community agencies and strengthened existing partnerships while recognizing that in order for applicants to get the support they need, agencies must work together. At the end of the fiscal year, an iPad was purchased for the Intake Department in order to complete intakes electronically.

This fiscal year, the Intake Department received approximately 120 referrals and almost 250 calls for information. This includes self-referrals, family referrals and referrals from community agencies as well as family doctors in the community. The Intake Coordinator's primary responsibilities are to support applicants and their families in the application process by responding to all referrals and requests for information. Part of the intake process includes identifying service needs and assessing an applicant's current status and community supports. This position also involves the Intake Coordinator managing and reviewing waitlists for each program within the agency. Throughout the year, BICR continues to have a waitlist for most programming at the intake level. The average wait-time for services ranged from 30- 90 days.

HIGHLIGHTS

The Intake Coordinator was involved in a number of internal committees during the fiscal year. The Intake Coordinator is responsible for coordinating and facilitating Admissions meetings every month. The purpose of this meeting is to discuss each applicant that has applied for services and review eligibility criteria for every application. It also provides an opportunity to discuss updates in other areas of programming throughout the agency. The Intake Coordinator was also involved in the Participants Safety Steering Committee.

Despite the COVID-19 restrictions, the Intake Coordinator continues to have an active role in the community. The Intake Coordinator continues to have several requests to attend Long Term Care Facilities, Niagara Health System, and Shaver Rehabilitation to provide education to staff regarding support services for individuals with a diagnosis of an ABI. At this time, all meetings are conducted virtually. An important part of this role was to continue to foster strong partnerships with community agencies in order to facilitate referrals. Strong partnerships with the Niagara Health System, Community Shelters (Southridge, Salvation Army), Hamilton Health Sciences and Hotel Dieu Shaver are examples of community agencies that provide a large number of referrals to BICR. The goal of strengthening these relationships is to ensure that BICR supports the integration of care once someone is discharged from in-patient services and returns to the community.

The Intake Coordinator has recently assumed the role of Co-Chair for the local Human Services Justice Coordinating Committee (HSJCC) and is a member of the Mental Health and Addiction Complex Care Resolution Table. These meetings provide an opportunity to discuss and explore support service options for those that continue to decompensate in the community and continue to be at risk. The Intake Coordinator is also a member of the NOHT-ESON Sub-Committee on Integrated Care.

CONCUSSION INTAKE

The Intake Coordinator continues to receive referrals for individuals that have experienced Concussions or mTBI. The Intake Coordinator has consulted with several other ABI services in the province to determine the most appropriate form of intake and supports. The Intake Coordinator also has worked closely with the LHIN and the ABI Service Navigator to ensure that an applications needs are met. In 2018, BICR was able to introduce a part time Case Coordinator whose role is to assist with the intake process and provide support for those applications diagnosed with a concussion or post concussive syndrome.

In addition to an mTBI, participants often experience concurrent disorders including mental health and addictions. The Intake Coordinator will meet with the perspective applicant to complete the application process including the acquisition of medical documentation to confirm the ABI diagnosis. Applicant's date of injury varies significantly from 3-6 months post injury to 10-15 years. The role of the Case Coordinator is to assist the participant with developing strategies to compensate for their deficits, advocate for additional community connects and identify functional goals. This part time position maintains a case load of 16-18 participants and currently has a waitlist of 2 months. There have been 9 admissions, 4 transfers to the COSS program and 4 closures from the months of March 2021-March 2022.

INTAKE STATISTICS

Number of calls during fiscal year 2021-2022	
Referrals for Service	Request for Info about Programs & Services
114	271

Number of referrals based on gender	
Male	Female
78	36

CHALLENGES AND TRENDS

Once again, COVID-19 has forced the Intake Department to revert back to virtual intakes. In order to simplify the intake process, an electronic application and consent form have been created. The hope is that those who have access to a computer would be able to apply without having to wait for an application in the mail, and could return a completed application via email.

In keeping with previous years' trends, there continues to be a consistent number of referrals for individuals who are experiencing multiple challenges, including mental health and addictions, in addition to their ABI. The Intake Coordinator continues to receive applications for people who have experienced a concussion. The Concussion Case Coordinators role is to assist with the management of non-medical symptoms while referring and supporting the participant to the appropriate medical supports for physical symptoms.

KELLY STACK, INTAKE COORDINATOR

**MODULAR SERVICES ANNUAL REPORT
2021 - 2022**

INTRODUCTION / GENERAL OVERVIEW

Change, flexibility, and creativity have been common themes during the past fiscal year as we continued to navigate through the COVID-19 pandemic. I started my new role as Modular Services Manager near the end of the economic year on February 28, 2022. Early on, effort has been put into establishing relationships with staff, participants and their families, community partners, and understanding the details of the general operations of each department.

The Modular Services Manager continues to oversee the following programs: Case Management (2 full-time Case Coordinators), Vocational Services (1 full-time Vocational Coordinator, 1 full-time Vocational Facilitator), Therapeutic Recreation Services (1 full-time Recreation Coordinator), and the St. Paul Transitional Living Program (1 full-time Team Coordinator, 2 full-time Case Facilitators, 1 full-time Rehabilitation Counselor, 2 full-time Overnight Rehabilitation Counselors, 1 part-time Rehabilitation Counselor, and 2 relief Rehabilitation Counselors). Throughout the year all of these departments have had to adapt and pivot to the way services were delivered as a result of the ever changing COVID-19 protection measures. Whether it was completing a therapeutic activity virtually, meeting with a participant on a front porch or backyard, or helping a participant through isolation protocols, each department did their best to provide the highest quality service possible.

Things appear to be moving in the right direction as shown by the easing of some restrictions. This has allowed us to gradually increase in person undertakings and opportunities to engage in meaningful community activities. Our teams are looking forward to the year ahead carrying on with making a difference for individuals and families dealing with the effects of an acquired brain injury.

Please find attached below detailed summaries for each of the above mentioned sectors.

BRANDON PEARSON
PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
CASE MANAGEMENT PROGRAM ANNUAL REPORT
2021 - 2022

GENERAL OVERVIEW

There was personnel change this year in the Case Management program. One of the Case Managers became a Program Manager in February of 2022. Subsequently, that position was filled jointly by two COSS Case Facilitators.

Case Managers are usually the initial point of contact after a participant is deemed eligible at the Admissions Committee. The team constantly assesses and evaluates participants to determine the best pathway for the individual. Many applicants ask for a variety of services such as Recreation, Vocational or COSS. Others are unsure of what they would like so are placed on the Case Management waitlist. Once they are admitted to the program, the Case Manager assists them by reviewing their support needs and coordinating services. Ongoing assessment is done to determine if further referrals are needed within the agency or to outside service providers. Referrals are made both internally and externally. For example, a participant may need more intensive support within the home so a referral would be made to the COSS program. Outside referrals could include applications to Niagara Regional Housing (NRH), Housing Help Trustee program, and Home and Community Care (LHIN). Moreover, a participant could be discharged/closed after the completion of a goal such as getting approved for ODSP or finding housing. Case Managers assist participants with accessing internal services such as the Therapeutic Recreational Services program, Vocational Services and Social Work. There is continuous communication between the Intake Coordinator and the Case Managers to discuss waitlists and the various files that have been profiled at the Admissions Committee meeting. Case Managers also regularly consult with the agency's Psychologist and Social Worker.

STATISTICS

The following is an outline of current averages within the past year. It combines the numbers from both Case Managers currently working within the program.

TOTAL FILES ADMITTED	FILE CLOSURES / DISCHARGES	TRANSFERS TO OTHER BICR PROGRAMS
27	13	5

Closure/Discharges are files that are no longer open at BICR. Files are closed or discharged because support needs have been met or contact has been limited with lack of participation by the participant. The majority of the transfers were to Community Outreach Support Services.

HIGHLIGHTS

Case Managers continue to be involved in several committees within the agency such as the Joint Health and Safety Committee, the Behavioural Review Committee, and Emergency Response and Outbreak (EROC) Committee. A Case Manager also facilitates "Safe Management Training" (Crisis Intervention) internally for all agency staff.

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CASE MANAGEMENT PROGRAM ANNUAL REPORT
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Throughout the pandemic both Case Managers continued to work shifts at two Residential sites (Richardson Court and Promenade Richelieu) because of staff shortages. Shifts were scheduled as well as picking up staff needed shifts.

CHALLENGES

Another year, another COVID challenge. The pandemic continued throughout the past year. This affected direct service when there were lock downs. Phone calls were used to maintain contact with participants. When restrictions lifted, direct meetings were held outside on porches and backyards. There were meetings indoors until the next lock down. By not having face to face meetings it was difficult to fully assess a participant's needs. Participants were unable to access much of the agency's services as many activities were discontinued due to restrictions in the community.

OPPORTUNITIES

The Case Management team will continue to assess and survey present caseloads to better serve participants and to provide seamless service from the Intake level, waitlist and Case Management. The team will also persist with fostering partnerships with outside service providers.

JONATHAN WILLIAMS
CASE COORDINATOR

BRANDON PEARSON
CASE COORDINATOR

GENERAL OVERVIEW

The year of 2021 / 2022 has posed its challenges for the BICR Recreation Program. The COVID-19 global pandemic has again limited BICR on what programs we offer and how we offer them to our participants. However, there have been some increased programs as the year has progressed because Public Health measures have changed.

Over the last year, the agency has not compiled a quarterly Learning and Leisure Guide like has been done in years past. In place of this, communication in regards to recreation programming has been done on a daily, weekly and monthly basis through emails and virtual platforms.

BICR recreation has been able to continue to run several of our programs virtually, which has maintained some consistency for our participants. The following programs have run on a virtual platform over the past year:

- Music Trivia
- Women's Group
- Music with Phil and Rick

The agency has also been fortunate enough to run some of our programs in person following all Public Health Guidelines. The following programs have run in person:

- Bowling
- Darts
- Music Trivia

As the Recreation Coordinator I also have a case load of clients which I oversee. During the past year, I have maintained contact with these clients on a weekly or bi-weekly basis depending on the client's need. This contact was completed in person or virtually depending on Public Health guidelines.

Aside from the clients on my case load, I also maintained phone contact and support for other clients within the agency that I have built a rapport with over the years. Moreover, throughout the last year I have also worked in the agency's residential homes where needed and also assisted with the Cemetery Gardening Angels Program by running a participant crew.

I am excited for the future of recreational programming that BICR will offer as the pandemic restrictions continue to be eased and we can move forward with high quality in-person groups and activities.

DAVE HORTON
RECREATION COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
RURAL SERVICES COORDINATOR ANNUAL REPORT
2021 - 2022

GENERAL OVERVIEW

Rural Services are provided to individuals in the following cities around the Niagara Region: Fort Erie, Crystal Beach, Ridgeway, Port Colborne, Wainfleet and Stevensville. There are currently 25 participants on the caseload with 2 on the waitlist. Each individual receives services weekly or biweekly, based on their individual needs. This may include, help with medical appointments, ADL's, budgeting, and court cases. Rural Services focuses on the ability for the participants to continue living independently in the community as comfortable as possible. Rural Services promotes education for everyday living, as well as independence, by working towards and engaging in meaningful activities within the community. Due to the pandemic, Rural Services started the year by providing services over the phone, through virtual meetings, and in person for essential participants while adhering to proper PPE protocols.

Rural Services is currently partnered two days a week with BIAFE (Brain Injury Association of Fort Erie), running a day program for individuals who are looking for a social outlet. In this program, individuals work together to complete tasks they are faced with on a regular basis such as cooking, hygiene, social gatherings, promoting healthy eating and exercise. Currently, this program runs Mondays and Tuesdays and averages 12-14 participants per day. Monday's group starts with promoting healthy eating and meal prep, followed by chair yoga and meditation. Tuesday's group starts with meal prep and healthy eating, followed by programming of different types. Programming may include activities such as art, education around hygiene, budgeting, and proper behaviours for different social settings. The Day Program has also added an extra day to the annual camping trip to the KOA in Niagara Falls making it a 3-day 2-night trip. Participants look forward to this trip each year. This day program had been put on hold during the pandemic as the area in which we work out of is not large enough to social distance at any given time. With lockdowns, proper protocol being followed, and the direction of Niagara Health, we are unable to have group gatherings at the beginning of the reporting period. We have been slowly able to re-open the day program with lower numbers and gradually working back to our large group of 12-14. Currently, the agency is holding programs with 5 individuals on Mondays and 5 on Tuesdays, due to the space that the program has to offer.

Currently, Rural Services partners with different agencies around the Niagara Region: B.T.S (formally known as Fort Erie Accessible Transit), BIAFE (Brain Injury Association of Fort Erie), Niagara Housing, CCAC, St. Elizabeth, Recreation Department at BICR and P.E.T Therapy as well as the Vocational Department.

CHALLENGES

- Currently, the challenges in Rural Services are finding a new partnership in which the day program can go for exercise and fitness on Mondays.

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RURAL SERVICES COORDINATOR ANNUAL REPORT
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- The caseload numbers compared to hours available for the supports and services needed. This year, during the pandemic, a Rehabilitation Counselor has been delegated to help with the Rural Essential Services participants that are needing support. This allowed the Rural Services Coordinator to help at Parkdale and in the Vocational Department with Cemetery Gardening Angels.
- Other challenges for the Rural Area has been the lack of transportation, low programming, and availability to services. The majority of individuals living in this area are not able to access curb side pickup, internet or computers and phones, which are needed to access the agency's virtual programming.
- Curbside pickup is not an option for the individuals as the grocery stores in the area do not provide the service. Individuals in this area do not typically have a VISA to make these purchases online. This has presented numerous issues in regards to trying to support individuals with no transportation, VISA or delivery options.

OBJECTIVES FOR THE UPCOMING YEAR

- Maintain the partnerships that have been put in place and continue to utilize them whenever possible, as well as making new partnerships.
- Continue to provide participants and their families with the best support and dignity possible through Rural Services.
- The Rural Services/ BIAFE day program is hoping to start night and weekend programs. This will give individuals and families access to supports they cannot utilize during a regular weekday.
- The Rural Services/ BIAFE day program is also planning on completing fundraising craft sales in order to help with costs or activities planned, as well help individuals to feel more independent through meaningful work.
- Waverly Beach BBQ will be continued throughout the summer months. We will again be partnering with RC, Recreation, and BIAFE.

CHELSE YUNGBLUT
RURAL SERVICES COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT
2021 - 2022

GENERAL OVERVIEW

The Bowden Supported Independent Living (Bowden) program is located at 1A Bowden St. Fort Erie, ON. Bowden is a partnership between Brain Injury Community Re-entry (BICR), and Niagara Regional Housing. Currently, there are seven clients participating in the Bowden SIL program. The program is running at full capacity. BICR staff have an office on-site enabling BICR staff to provide assistance to the participants from 8:00 AM - 8:00 PM Monday-Friday and 10:00 AM – 6:00 PM on weekends.

The Bowden program focuses on enhancing participant's quality of life by creating, fostering, and forming community partnerships. The primary goals for participants in the Bowden program include: maintaining independence, improving/maintaining health status, community involvement, personal independence and self-improvement. The goal is for participants to continue to develop skills and routines that enable them to establish meaningful productive daily routines, and continue living independently.

HIGHLIGHTS FOR 2021- 2022

The program is supporting 5 participants in bachelor apartments and 2 living in one-bedroom apartments. There are 4 individuals living at 1A Bowden who are not affiliated with BICR, but receive services through a partnership between Niagara Regional Housing and Canadian Mental Health Association (CMHA).

The team at Bowden continues to establish and foster strong partnerships within the community. Bowden community partners include: Niagara Regional Housing, Brain Injury Association of Fort Erie (B.I.A.F.E.), CMHA, Boys and Girls Club of Fort Erie, Salvation Army (Food Bank and Tax Clinic), COPE (Community Outreach Program Erie), Fort Erie Accessible Specialized Transit, and ARID House Recovery Homes. New this year, Fort Erie implemented a specialized transit on demand system that allows participants to utilize public transit for \$3/ride within 'city limits' (Fort Erie, Crystal Beach, Ridgeway, and Stevensville). Participants were provided with coaching on how to utilize the new transit system and in doing so have gained additional independence and the ability to engage in independent community involvement.

As COVID-19 restrictions are lifted, Bowden has begun reintroducing community outings to movies, hockey games, and community events. The staff at Bowden are also in the process of planning monthly lunch get-togethers. The Bowden van continues to improve the number of events Bowden participants are able to attend and has made transportation more available and consistent for our participants.

CHANGES

As was the case in 2020-2021 The Bowden program has experienced a number of staffing changes. Bowden has a new Program Manager, Team Coordinator, and full-time Rehabilitation Counsellor/Record Binder Designate. With respect to participants, a participant was transitioned to

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BOWDEN SUPPORTIVE INDEPENDENT LIVING PROGRAM ANNUAL REPORT
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Tanguay Place and discharged in 2022. The participant that took their place also transitioned back to living with family. The vacant apartment was filled with a participant who was previously receiving Rural Services through BICR.

With the lifting of COVID-19 restrictions, Bowden participants are once again receiving full staff support, when needed, to complete grocery shopping, attend medical appointments, and other social gatherings (ex. Hockey games). Some participants continue to purchase groceries independently have been accessing Fort Erie Transit on Demand.

Niagara Regional Housing was able to significantly assist with repairs to both the Bowden common room and BICR Bowden Office. Improvements of note include the patching and painting of walls, and the installation of new flooring. Staff, visitors, and participants all agree that the changes are a significant improvement.

CHALLENGES

One of the continuing challenges for the Bowden program is the proximity to BICR programming held in St. Catharines and Niagara Falls. The Bowden van has eased some of the difficulty. The new programming running in partnership with BIAFE will certainly gain some interest. Moving forward, some participants have settled into monthly budgets that make participating in social outings/events with any cost associated difficult. One focus for staff this year will be to engage meaningfully in conversations around budgeting and prioritizing.

OBJECTIVES FOR THE UPCOMING YEAR

Overall, despite the lingering COVID-19 pandemic, the Bowden Supported Independent Living Program has had a successful year. Objectives for the upcoming year include:

- **Fostering Independence:** Ensuring Bowden participants have the tools, partnerships, and services necessary to continue living independently.
- **Fostering Problem Solving:** Ensuring Bowden participants are comfortable with, and know how to access services independently when necessary.
- **Fostering Respect:** Allowing the participants in the Bowden program to continue to engage in self-directed decision making and learning through success and natural consequences.
- **Fostering Communication:** Keeping participants, and community partners, up to date on BICR's changing policies and procedures concerning the COVID-19 pandemic.
- **Fostering Partnerships:** To ensure that BICR's relationships with community partners remain strong during and following the COVID-19 pandemic

DAVID CORMAN
TEAM COORDINATOR BOWDEN-SIL

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
VOCATIONAL SERVICES ANNUAL REPORT
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GENERAL OVERVIEW

Vocational Services offers individualized support to participants who have identified goals related to finding meaningful employment opportunities, volunteering in the community, and/or returning to school to further their education. The Vocational Department consists of one Vocational Coordinator and one Vocational Facilitator who collaborate to support participants in achieving their vocational goals. This includes working alongside community partners, employers, and educational institutions to promote ABI awareness, support participants through the process of seeking and maintaining employment/volunteering, provide on-the-job coaching, and follow-along to promote long-term success.

The Vocational Programs of Cemetery Gardening Angels and The Salvation Army Kettle Bell Campaign were able to see a return this past year, providing participants with supported seasonal employment opportunities. These programs continue to serve as a valuable assessment tool to identify a participant's skillset prior to seeking other employment opportunities within the community.

VOCATIONAL SERVICES HIGHLIGHTS

Due to restrictions with the COVID-19 pandemic this past year, the Vocational Department was limited to electronic means to provide support with minimal opportunities to work with participants in-person, and only when guidelines allowed. The continuation of providing support through these means has allowed our participants to continue working towards their personal vocational goals.

The Vocational Department has started the development of a Pre-Vocational Program in collaboration with the Personal Effectiveness Training Program and Ontario March of Dimes to provide a 12-week training workshop to prepare participants for returning to work post-ABI. This will include 8 weeks of in-person group sessions, and 4 weeks of volunteer placement. Participants will be given feedback throughout the course to assist with the development of skills necessary to be successful with their individual goals upon entry into the Vocational Services Program.

The Vocational Department has continued to collaborate with community partners including YMCA Employment and Immigrant Services, DSBN Transition to Employment, Ontario March of Dimes, and Job Gym to continue moving forward with BICR's Strategic Direction of Employment Opportunities for Participants introduced in 2017.

Cemetery Gardening Angels was able to return to full operations for 2021-2022 and provide gardening services for 249 gardens throughout the Niagara Region. This allowed us to provide employment opportunities for 20 individuals between BICR participants and participants with Ontario March of Dimes.

This past year, our partnership with The Salvation Army Kettle Bell Campaign resumed with 4 participants employed for the seasonal position of Kettle Bell Worker. Vocational staff were able to support these participants out in the community as well as coach health and safety protocols required during the COVID-19 pandemic.

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
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STATISTICS

Total Admissions	6
Total Closures in Program	8
Caseload Range	29-37
Waitlist Range	4-12
Jobs Secured in Seasonal Employment	17

CHALLENGES

COVID-19 restrictions and guidelines continued to significantly impact the Vocational Department this past year. The team was limited to mostly electronic means of communication with our participants, and without the ability to provide one-to-one community support, many participants who needed more assistance, were not able to actively pursue their vocational goals with employment and volunteering.

The Vocational Department has also experienced significant staffing changes. The departure of the previous Manager and Vocational Coordinator has changed the dynamic of the department as we welcomed two new staff in the position of Manager, and Vocational Facilitator. As the team continues to adapt to these roles, we anticipate positive growth within Vocational Services.

OBJECTIVES

We are hopeful that as restrictions for COVID-19 continue to be lifted, the Vocational Department will be able to offer more in-person support and resume assisting participants in reaching their vocational goals through job coaching, and in-person skill building. We look forward to resuming building trusting, lasting partnerships with other community agencies and employers throughout the Niagara Region.

We are excited to begin our new Pre-Vocational Program in collaboration with the Personal Effectiveness Training Program this summer. This program will offer an introduction to challenges participants may face as they return to work following an ABI.

In summary, we are extremely proud of the resilience that our team has shown throughout this past year with the various challenges we have faced, and look forward to providing our participants with exceptional support to achieve their vocational goals.

AMBER McNAMARA
VOCATIONAL COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
COMMUNITY OUTREACH SUPPORT SERVICES ANNUAL REPORT
2021 - 2022

The fiscal year, April 2021 to March 2022, is now in the history books. Looking back over this past year in an attempt to summarize the experience of those associated with the COSS program, a few major themes emerge. One of the themes that came to mind as I reflected on the past year is this:

“People come and people go”

I wondered where that phrase came from, so I Googled it. Sure enough it was a song that was written and performed by a Dutch band in the 70's called Earth and Fire. In some sense, it accurately reflects our experience in COSS in the past year.

People who came to us:

- In the year 2021/22 the COSS Program received 26 new participants into our service.
- We also had two new staff join our ranks, Justine Roberts and Natasha Tomaino.

People who left us:

- 21 Participants discontinued service with COSS. Three of the 21 passed away suddenly while in service and we remember their contributions to our lives.
- Five staff left us, Phil Garner went on to another job, Julie McCourt took on a Full-Time Case Coordinator role in BICR, Kari Lively transferred to Rural Services, Amanda Fiorentino is now working Full-Time Case Facilitator at St. Paul and Maria Johnson Diaz is currently working Full-Time as a Rehabilitation Counsellor at Promenade.

Overall, the COSS team currently consists of:

- 12 Full-Time Case Facilitators
- 1 Half-Time Case Coordinator
- 2 Part-Time Case Facilitators
- 1 Part-Time Rehabilitation Counsellor

Together we serve a total of 148 participants across the Niagara Region from Fort Erie to Grimsby and all points in between.

Once again, over this past year, the pandemic has created significant service interruptions for the COSS Team. Shut downs and positive test results lead to staff being off for periods of time as well as participants not being available for support. We did, however, continue to provide virtual support by phone or by Zoom to those participants who were able to and willing to engage us through these methods.

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As the shut downs and mandates have started to lift this spring, there is a real sense that COSS is getting back to normal. Frequent face-to-face meetings have begun again with our participants and our ability to travel with them into community has opened up to an increase in community engagement as well. The Program is starting to “Buzz” again which is a very welcomed change for all of us!

Goal oriented Community Rehabilitation that increases our participant’s level of independence is our primary mission. To that end we have been trialing a revised Community Service Plan (CSP) and with Dr. Cudmore have revised the Goal Attainment Scale. Balancing direct and indirect service time is always a challenge in COSS. Meetings, documentation, speaking with other service providers, travel time, lunch and breaks all take time away from the people we serve. Revising the CSP again this year to make it less redundant, easier to complete, less time consuming and less complicated for our participants and families to read were all reasons for the most recent edit. The COSS Team is currently trialing this new document and will evaluate its effectiveness in achieving the above objectives this year.

Although this year is beginning to look a little brighter as we emerge from the Pandemic, we are seeing other significant challenges emerging for the people we serve. Specifically, as inflation continues to rise, we anticipate that it will become more difficult for people to get their basic needs met: Food, housing, transportation, healthcare, medications, clothing, etc. We will monitor this trend over the next few months and provide support to our participants as needed.

SCOTT FARRAWAY
COSS PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
LONG TERM CASE MANAGEMENT ANNUAL REPORT
2021 - 2022

GENERAL OVERVIEW

The Long-term Case Facilitator provides support and follow-up to participants who are being gradually discharged from BICR services or who require minimal support on a long-term basis in an effort to maintain their independence in the community. Hours of support as well as support requirements are participant driven.

STATISTICAL INFORMATION APRIL 2021 - MARCH 2022

CASELOAD APRIL 2021	ADMISSION	DISCHARGES / FILE CLOSURES	TRANSFERS	CASELOAD MARCH 2022	WAITLIST MARCH 2022
24 participants	4	1	0	27	1

The above statistical information provides an overview of the Long-term Case Facilitators caseload from April 2021 to March 2022. This writer started the fiscal year with 24 participants and ended with 27 participants; there is one participant awaiting service.

REFERRALS/ADMISSIONS

The Long-term Case Facilitator received four referrals during this fiscal year, three from Community Outreach Support Services and one from Social Work. These individuals required ongoing support on an as needed basis.

AREAS OF SUPPORT

The writer continued to provide regular check-ins and emotional support (following provincial and agency guidelines) as a result of the ongoing pandemic. The writer encouraged participants to carry on with infection prevention and control practices; and assisted them in making vaccination and transportation arrangements. The writer assisted with housing by completing apartment searches, advocating with other service providers regarding subsidized housing options and landlord and tenant issues. The writer supported participants during medical appointments via conference calls and some in person appointments. Participants requested support with problem solving, conflict resolution, with comprehension of correspondence and information about various community resources. The Long-term Case Facilitator provides emotional support and guidance to participant's family members. In addition, support is provided to participants in crisis situations; a crisis is defined as any significant internal or external environmental change that overwhelms the participant and exceeds their ability to cope (16 crises were tracked during the aforementioned year).

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LONG TERM CASE MANAGEMENT ANNUAL REPORT
2021 - 2022

TRANSFERS

There were no internal transfers from the Long-term Case Facilitator to another department during this fiscal year.

DISCHARGES

One participant was discharged as the individual moved out of BICR catchment area.

SPECIAL PROJECTS

The Transition /Discharge Survey were completed with participants who were being transferred / discharged from Comprehensive and Modular Services. Twenty-one surveys were completed from April 1, 2021 to March 31, 2022.

DONNA RIX

LONG TERM CASE FACILITATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
2021 - 2022

GENERAL OVERVIEW

In partnership with Ontario March of Dimes (OMOD), BICR offers the Personal Effectiveness Training (PET) program which is a comprehensive day activity program. The program serves individuals who require assistance in developing skills prior to returning to work, or for those individuals who desire to increase their level of independence through increased participation in community activities.

The COVID pandemic has continued to impact the way the PET programming is offered. The program continues to change with the focus remaining on the five components of life skills, physical activity, leisure pursuits, community skill development and supported volunteer placements.

WELLNESS CHECKS

While participants were unable to attend program in person, PET has reached out on a regular basis for wellness checks. Those individuals who were at highest risk of social isolation, especially those who could not access virtual program, were prioritized. These checks were mostly completed over the phone, but some were on zoom platform, or via email depending on the participant's preferred method of communication.

SMALL GROUP SPECIALIZED PROGRAMMING

In June through September 2021, PET was able to offer in person programming on a one-to-one basis for those participants who were at lowest COVID risk (i.e. those not living in a residential setting or a long-term care location) and at higher risk for social isolation, substance abuse, or mental health issues, as well as considering the needs for families to have a respite period. This unique opportunity allowed PET to personalize programs for the participant attending the one to one session. Activities included social skill building, leisure skill development, literacy and speech, among others. October through December 2021, and in March 2022, PET was able to resume in-person programming in groups of up to five participants. This allowed for more practice in social skill building and a greater variety of leisure pursuits. Additionally, PET was able to provide socialization opportunities to participants while reinforcing fine motor skills through crafting activities, or gross motor skills through games and exercise.

VIRTUAL PROGRAMS & HYBRID PROGRAMS

May 2021, and January through February 2022 was limited to virtual program only. When groups were allowed, many programs moved to a hybrid format, both in person and on Zoom. These hybrid programs included Tai Chi, music with Phil & Rick, music trivia, craft sale, and music therapy. A weekly cognitive leisure program remained exclusively on Zoom for the duration of the year.

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PERSONAL EFFECTIVENESS TRAINING ANNUAL REPORT
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PARTNERSHIP WITH RECREATION DEPARTMENT

A partnership with BICR's Recreation department has continued throughout the year, ensuring the participants have access to our most popular programs. PET and Recreation teamed up for music trivia every other week, which was offered online and eventually hybrid with small in-person groups and online. The two departments continue to coordinate and develop complementary programs for participants, ensuring the greatest variety of program possible.

OPPORTUNITIES AND NEW PROGRAMS

- PET plans to continue having a virtual component for the annual Craft Sale.
- The year has contributed to a stronger partnership with the MOD portion of the program. With MOD's investment in 54 iPads and 75 pairs of walking sticks, PET is able to provide new resources and specialized training like iPad training and Garage Band group. New exercise programs have been introduced, including Bust a Move adapted dance, and yoga.
- PET is hoping to increase additional interest from participants because of new programs and having a new skill based program structure being introduced. PET will transition to the new structure through the next fiscal year.
- Fridays will be dedicated to providing respite care, for participants living with their families.
- Vocational department is partnering with PET to develop and implement a pre-employment program. This program will assist participants to build transferrable skills, and develop and practice employment skills through in-class sessions as well as a supported volunteer placement.
- Additional new programs will include programs such as supported transit training program, art of healthy living, and art re-imagined: art & soul, and special guest speaker series.

KATIE HILL

PET COORDINATOR

GENERAL OVERVIEW

This report covers the period from April 1, 2021 to March 31, 2022. Residential Services is comprised of the Richardson Court, Promenade Richelieu and Parkdale residential sites.

RESIDENTIAL SERVICES

The Residential department provides resources and supports for **15 full-time residential placements** and **one individual who is residing in a TTC (Transitional Training Center)** in the basement of Parkdale residence. Support services are achieved through the dedicated efforts of a supportive team comprised of 3 Program Managers, 2 Team Coordinators, 6 Case Facilitators, 51 Rehabilitation Counselors and students from various local schools. During this reporting period, one Manager accepted a position with another agency and the team welcomed a new Manager to oversee the Richardson Court site.

The Residential program supports participants in all aspects of their life including activities of daily living, behavioural management, and the set of routines that increase productivity with frequent community involvement. Staff continue to embrace participant changes relating to aspects of aging, changes in health status, and behavioural challenges. Where possible, the teams continue to coordinate with Home and Community Services for occupational and physical therapy, incontinence care, swallowing assessments, and for the facilitation of referrals to Long Term Care Facilities.

Staff continue to collaborate with Dr. Linda Cudmore to discuss participants with more complex needs. Several participants within Residential Services have Service Plans and teaching scripts in place that may be considered restrictive in nature. The procedures within these plans are reviewed on an annual basis where the participant is invited to a discussion with the Behavioural Review Committee. The goal of this discussion is to ensure that the plans being implemented are meeting ethical standards, promoting self-direction and facilitating meaningful community integration. The open dialogue with the participant ensures that there is an understanding and a transparency on the rationale of the procedures.

Staff have worked tirelessly throughout this second year of the pandemic ensuring that all safety measures and protocols are being followed. Participants continued to be faced with a number of restrictions which at times included no family visits, restricted community access, no van drives and isolation to their bedrooms if a housemate tested positive or if the participant was experiencing symptoms. The residential sites were frequently faced with a scheduling challenge, but staff continued to be flexible with their time and extended shifts, worked overtime or worked split shifts to ensure that the needs of the participants were fully addressed. Additional efforts were put forward to ensure that participants continued their day with a sense of meaning and purpose. Wherever possible, staff were encouraging virtual programming for participants or engaging participants in meaningful activities within the residence.

The weekend respite program at Parkdale continues to be on a pause because of ongoing COVID restrictions. We recognize the respite benefits to families and at times the welcomed break for many participants and we remain optimistic that this program can resume once the pandemic is lifted.

The residential team remains committed to the agency's strategic directions with a focus on creating an overall culture of safety. The sites continue to use an electronic medication system (E-Mar) for recording the administrations of medications and as a tool to reduce medication errors. The team is also committed to completing an annual Risk of Falls Assessment and a Safe Eating Assessment for every participant in the residential program. Both of these assessments trigger a full plan should participants achieve a high score within a specific range.

As the work continues, the teams are focused on maximizing the safety for our participants. We cannot thank the residential staff enough for their commitment, dedication, and efforts in giving participants a quality of life despite all of the ongoing COVID challenges. Our staff are truly the agency's best resource!

CHRISTINE WILLIAMS
PROGRAM MANAGER

MARGO VAN HONSBERGER
PROGRAM MANAGER

JEFF SPELIER
PROGRAM MANAGER

Buckley Towers is a supported independent living program based in Niagara Falls. The program provides participants with an opportunity to live in their own apartment while accessing staff support where needed. This program is designed to help participants become more independent by developing their skills and establishing meaningful, productive routines with frequent community involvement.

Buckley operates 7 days a week from Monday to Friday 8:00 am – 9:00 pm, Saturdays 9:30 am – 6:00 pm, and on Sundays from 9:30 am – 6:00 pm. Three full time staff are working the daytime hours during the week and a total of one part-time staff and two relief staff augment these hours by primarily working evening and weekend shifts.

The ongoing partnership between the Buckley Towers program and Niagara Regional Housing strengthens the program and gives opportunities for participants to access subsidized housing. All rental costs are geared to income which makes it an affordable option for the participants, however, it also makes the transition out of the program a significant challenge because of the lack of affordable housing options in the community. Several participants in the program are also accessing the onsite March of Dimes PSW staff for overnight wellness checks, medication administration, and completion of showering routines. The partnership with March of Dimes is equally appreciated.

HIGHLIGHTS FOR 2021-2022:

- Buckley was the recipient of a generous donation from Post Foods Canada. All of the Buckley participants benefited several times during the year with boxes of assorted cereals. This donation assisted participants with lowering their weekly grocery costs.
- The Buckley office purchased an air fryer that will be used to make healthier meals for staff and participants.
- There have been staffing changes at Buckley. The team welcomed a new Team Coordinator and a new relief staff. These changes have contributed to a diverse, effective team with a variety of skill, knowledge, and energy.
- One participant was the recipient of a donated recumbent bike which assists him with daily exercise.

CHALLENGES FOR 2021-2022

The majority of our challenges this past year have been due to COVID-19. Participants continued to be faced with a number of restrictions which included limited community access, no van drives, inability to access their family doctors or other community services and isolation to their apartments if they were experiencing symptoms or were in close contact with someone who tested positive. Several participants expressed increased feelings of loneliness and depression along with heightened anxiety because of the inability to socialize with family or the lack of meaningful activity during the day.

Staff worked tirelessly to engage participants in creative ways; particularly when working remote shifts. As expected, several participant routines were lost because of the hours spent on the phone talking to participants; rather than interacting with them. Participants expressed how much they missed the direct face to face contact with staff. Some of the participants were open to online activities and embraced social media platforms to keep in contact with others.

OBJECTIVES FOR THE UPCOMING YEAR INCLUDE:

- A continued focus on establishing daily, meaningful routines for participants where independence and continual self-improvement is valued and encouraged. These routines for some participants may include accessing programming through virtual platforms.
- Staff will assist participants to explore leisure options in the community and will support participants in incorporating these activities into their routines
- The team will reintroduce the Wednesday evening group activity and focus on providing an opportunity for participants to socialize
- Encouraging the participants to access the Wellness and Healthy Living program that is offered to the Buckley tenants through the Niagara Region. The program has provided foot care services, breakfast club, stretch classes, and educational health information sessions.
- The program will work on maintaining and strengthening their partnership with Niagara Regional Housing and March of Dimes.

TINA HORTON
TEAM COORDINATOR

MARGO VAN HONSBERGER
PROGRAM MANAGER

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2021 - 2022

GENERAL OVERVIEW

St. Paul Transitional Living Program offers individuals living with the effects of an Acquired Brain Injury and co-occurring mental health diagnosis a community-based, shared living setting with 24-hour rehabilitation support. St. Paul supports a maximum of 5 BICR participants, originating from anywhere in Ontario. Units include: one apartment (complete with bedroom, bathroom, sitting area, and kitchen), two main floor accessible bedrooms with a shared bathroom, one 2nd floor bedroom with private bathroom, and one 2nd floor bedroom with a shared bathroom. Working collaboratively with the Canadian Mental Health Association (CMHA Niagara), St. Paul provides 24-hour support to two CMHA clients. Units include: one bachelor apartment (bedroom/kitchen and bathroom) and one 2nd floor bedroom with a shared bathroom.

St. Paul's vision is to provide flexible, comprehensive services which balance the need for support with increasing levels of independence according to the challenges and abilities of each individual. Services provided address social, emotional, behavioural, spiritual, cognitive, and/or physical challenges. With most St. Paul participants' goals being "independent living", staff provide individuals the opportunity to gain skills and strategies necessary for their return to the community of their choice. Participants will have a fundamental aptitude for ADLs such as bathing, cooking and other self-care tasks and are assisted by staff to explore ADLs that require more complex planning and execution. Examples include: budgeting, meal planning, grocery shopping, housekeeping, public transportation, medication independence, self-advocacy and community involvement.

St. Paul collaborates with numerous internal and external services to provide the most comprehensive rehabilitation to each participant. This year has continued to be challenging for participants to receive and access employment opportunities due to the ongoing lock downs and lack of available services. St. Paul continues to work closely with the Vocational Department to facilitate meaningful volunteer and paid work opportunities to participants, providing on the job support when required. Many St. Paul participants are affected by substance abuse. Assistance in accessing supports within the community is provided in an individualized manner. Staff are readily available to accompany participants to programs such as NA/AA (when permitted). Neuropsychiatry consultation is an integral part of St. Paul services and is provided by Dr. Seyone. He consults participants 6 days per year and is accessible to the program via email in between his visits. Dr. Seyone has adapted his appointments and continues to offer his services via Zoom. Dr. Cudmore, Clinical Director and Psychologist, continues to be an invaluable resource for the participants and staff within the program. During the pandemic she has provided ongoing counselling through a combination of online and in person services.

HIGHLIGHTS

This past year has been challenging for staff and participants while navigating the second year of the COVID-19 Pandemic. St. Paul has closely followed ministry guidelines and agency policies throughout the year to keep the participants safe and healthy while simultaneously addressing social and

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ST. PAUL TRANSITIONAL LIVING PROGRAM ANNUAL REPORT
2021 - 2022

emotional responses to ongoing struggles as a result of the pandemic. Participants and staff have built a strong rapport during socially distanced activities and innumerable walks around the community. The St. Paul staff have created a thriving in-house recreational program including a variety of holiday-themed activities. Some examples are Piñata making for Mardi Gras, Christmas tree ornament crafts for the holiday season, and numerous celebrations such as the Super Bowl and national ice cream day! Several participants continue to utilize electronic social platforms like Facebook messenger and Zoom to maintain communication with friends, family, and recreation groups. Programs like Music Trivia, BIAN, Momentum Choir, Mindfulness, and Brain Changes Initiative have been especially popular. Some participants are experiencing less social anxiety during the slower pace of the pandemic, while others are finding time to take up new hobbies such as guitar, knitting, jewelry making, painting, and gardening. The additions of a new recumbent bike and foosball table to the rec room have made the social hub even more enticing. While the St. Paul participants came from various regions across Ontario with different interests, many individuals have found support and friendship amongst each other.

Currently, St. Paul is supporting 7 individuals; 5 BICR participants and 2 CMHA clients. The most recent participant moved in at the end of March from the Niagara Region providing St. Paul a full complement of residents. Two BICR participants are approaching their third year at St. Paul and staff continue to seek affordable and available housing appropriate for discharge. St. Paul staff continue to work diligently with all participants during this year's lockdowns and reopening, working towards their personal goals with an emphasis on appropriate discharge to the region of their choosing.

CHALLENGES

- The current COVID-19 pandemic has created some unique challenges: keeping participants engaged and emotionally supported, providing opportunities to be independent, vocational opportunities, meaningful volunteering, and social and community involvement.
- St. Paul requires a comprehensive intake process prior to acceptance into the program. We also take great care in making the transition out of the program just as smooth. Ongoing COVID-19 restrictions have made accessing potential participants difficult. In-person interviews, assessment, and rapport building has been modified to video and phone meetings while gradual "soft" transitions into or out of the program over time have been stunted.
- Participants sometimes struggle with understanding/following ever-changing Public Health Guidelines and agency policies.
- Participants are especially affected by being unable to visit with their families or continue their day to day activities they had established prior to the pandemic.
- St. Paul works closely with outside agencies but continues to encounter challenges in providing a supportive discharge living environment, especially in the Niagara Region where housing is scarce.
- St. Paul provides support to individuals of varying ages, social/cultural backgrounds, mental health/brain injury challenges and independent skill levels. Participants can find it challenging to live harmoniously together in a congregate setting.

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- St. Paul has been challenged to meet some of the needs of participants who experience severe mental health and/or substance abuse.
- Many individuals entering the program have used Marijuana therapeutically/recreationally prior to moving into the residence. The legalization of Marijuana has created challenges for staff to enforce St. Paul house rules of sobriety. The team continues to support therapeutic and doctor-recommended use while exploring recreational use with the BICR Behaviour Ethics Committee.

OBJECTIVES

- St. Paul strives to continue to provide a positive rehabilitation environment for participants during the ongoing COVID-19 Pandemic and once restrictions are lifted.
- Continue to explore resources for participants within the Niagara Region and throughout Ontario.
- Provide discharge environments conducive to each participant's goals and abilities while also providing resources and supports for individual needs.
- Continue to encourage and promote community involvement in person and/or while utilizing virtual platforms.
- Encourage and assist participants in discovering personal interest, hobbies and develop a sense of community.
- Build and encourage independence, confidence and a positive sense of self.
- Continue to build and maintain community partnerships.

JENNIFER GALL

TEAM COORDINATOR

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
PSYCHOLOGY SERVICES ANNUAL REPORT
2021 - 2022

The Psychologist / Clinical Director at Brain Injury Community Re-entry (BICR) has provided full-time Psychological services through the 2021-2022 year. The Psychologist reports to the Chief Executive Officer and the Board of Directors. Referrals to Psychology continue to come through the Intake process, as well as internally across the agency and from external sources (e.g., family physicians, hospitals, community agencies). Overall, 11 referrals for counselling and 7 referrals for neuropsychological assessment were made to Psychology over the year. 9 new files were opened and 10 files were closed. Psychology services were provided to a total of 55 unique participants, with an average of 33 unique participants having contact with the Psychologist each month.

Psychology service delivery continued to be challenged throughout the 2021-2022 year by adjustments necessitated by the various stages of provincial lockdown resulting from the COVID-19 pandemic. The Psychologist continued to primarily provide treatment for participants (e.g., individual counselling), along with consultation support to BICR staff, and other healthcare providers supporting our participants during this difficult time. Whenever possible, in-person visits remained a priority for participants who preferred this method of meeting with the Psychologist. Otherwise, appointments continued to be conducted via telephone or by videoconference (using Ontario Telemedicine Network software). Psychology services provided to participants of BICR totaled approximately 43 percent of the Psychologist's weekly hours, including both direct and indirect services to either individuals or family members / support persons of participants. Monitoring of participant goals continued through the use of the Goal Attainment Scale (GAS) and despite many barriers to consistent goal achievement imposed by the pandemic, we were successful in supporting approximately 56 percent of participants to meet or exceed their identified goals.

Throughout the 2021-2022 year, the Psychologist maintained regular involvement with the Management team, the Admissions Committee, the St. Paul Transitional Program admissions and the Behaviour Review Committee (recently restructured as the Behavioural Ethics Committee). Support and co-ordination of scheduling for virtual neuropsychiatric consultations provided to BICR by Dr. Seyone continued to be managed by the Psychologist. As the Clinical Director and as part of the Management team, the Psychologist was involved in preparation for and participation in the agency's very successful Accreditation Canada survey.

Services provided through Psychology at BICR have remained busy and evolving in terms of how support to our participants is provided, given our challenging times and complexity of issues that we find our participants facing. The Psychologist values the ongoing opportunity for varied and meaningful involvement in supporting participants and families, BICR staff and community members who work in the field of acquired brain injury.

LINDA CUDMORE, PH.D., C.PSYCH.
PSYCHOLOGIST AND CLINICAL DIRECTOR

Over the past year, the Social Work department has been very busy servicing an average of 53 participants and family members per month. Thirteen new participants were added to the caseload and twenty-two participants were discharged. There is a current waiting list of fifteen participants.

Towards the end of 2019-2020 fiscal year, a major global Pandemic presented the agency with unique challenges. Unfortunately, the Pandemic continued, affecting the way the agency provided services. Social Work program continued to provide counseling for participants and their family members mostly through phone and video counselling sessions. As the restrictions eased, there was an opportunity for the Social Work program to engage with participants in person in a modified way before another lockdown forced the agency to continue to provide clinical services virtually.

Participants continued to adjust well to this change in service provision and were very appreciative that they could continue to receive supports during quarantine. Social Work program supported participants and their families who were dealing with isolation, loneliness, unprecedented uncertainty, and incredibly high anxiety. Participants demonstrated various levels of anxiety when it comes to COVID and ability to adjust to this unique moment in history. Social Work program continued to provide a safe place for participants to process through these challenging times. In addition to Pandemic related struggles, Social Work program continued to support participants on mental health and addiction issues, as well as couples counseling, learning to cope with change and anger management.

The Social Work department continued to provide virtual opportunities for staff to discuss participant issues or concerns as required and in order to best serve the needs of our participants. The Social Worker continues to sit on the Admissions Committee. The Social Worker created Suicide Prevention training with focus on Self-care and prevention of burnout during these challenging times. Three additional training sessions were held in April of 2022 to a total of 6 training sessions since the beginning of the Pandemic.

It is with excitement that Social Worker looks forward to continued growth and development of the Social Work program over the next year with all the possible challenges ahead.

SNEZANA JEVTIC
SOCIAL WORKER

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In 2021, BICR continued to work through the multiple waves of the coronavirus pandemic. COVID-19 continued to challenge us in ways never experienced before, however, with the **spirit of hope and strong teamwork** the agency continued to provide dedicated support to participants and families.

During each provincial lockdown and stay at home order, the Administration team worked remotely from home with only minimal and pre-approved office access. In addition, building maintenance was reduced to respond to urgent maintenance needs only. Gratitude is extended to the entire Administration team for providing flexible and dedicated support during this second difficult pandemic year.

Although access to personal protective equipment was a great challenge in the first year of the pandemic, in 2021 the agency experienced an improvement to the availability of and access to PPE supply. As per provincial mandate, BICR is required to report PPE inventory and usage on a regular basis. In support of this requirement, a PPE Inventory tracking spreadsheet enables the agency to quickly view where inventory is stored and what is available for deployment between sites. Lastly, it is used to trigger when additional PPE supply must be purchased.

ACCREDITATION CANADA

The May 2020 Accreditation Canada survey visit was cancelled due to COVID-19 and was rescheduled in a two phase hybrid approach in 2021. The process included loading hundreds of documents onto the Accreditation Canada online portal for surveyors to review, three days of virtual meetings with surveyors in May, and a one-day in-person surveyor visit in September.

BICR was awarded **Accreditation with Exemplary Standing** for 2021 – 2025, the highest accreditation decision award possible. Out of the 506 criteria that the agency was evaluated on, all 506 quality dimensions were MET (18 were not applicable). **Congratulations to all on this amazing achievement!**

STRATEGIC INFORMATION SYSTEMS PLANNING (SISP)

At the end of 2021, technical support staff Wayne DeGaust retired from his business, MicroTech Niagara. Fortunately, BICR's partnership with MicroTech will continue with support from Wayne's business partner Bruno Francescutti and Bruno's team of staff. Much appreciation is extended to Wayne for over 25 years of dedicated support to BICR.

Disaster Recovery: BICR augmented its disaster recovery systems to reduce the downtime with respect to a server hardware or software crash, a natural disaster such as a flood or fire, or a cyberattack.

Exchange Server: BICR upgraded its Exchange Server in response to an anticipated change in Microsoft licensing.

PROJECT MANAGER ANNUAL REPORT

2021 - 2022

BICRtracker: The agency continued with BICRtracker development, a new database management system, and enjoyed the rollout of new reports including demographic data for participants for example.

InterRAI CHA: In 2018, the LHIN announced that the software used to complete InterRAI CHA assessments would be decommissioned and that an alternative software solution would be offered. In early 2022, BICR learned that the assessment and supporting new software (AcuteNet) is now available to the agency. Staff have begun the early stages of the retraining and transition process.

Inventory: In its ongoing goal to replace antiquated systems, the agency continued to target replacement of computer systems, upgrade software wherever possible and meet the demand for items such as iPad/tablets, larger and/or second monitors, new routers, etc.

PRIVACY AND PERSONAL HEALTH INFORMATION

Most in-person privacy training activities were impacted by COVID restrictions and privacy refresher training was suspended.

The Records Assistant responded to numerous requests for medical information in accordance with agency practices.

OTHER HIGHLIGHTS

- An agency wide staff meeting, held in November at the Best Western Conference Centre in St. Catharines, provided an opportunity for managers to give a brief update on their department and initiatives. The first large in-person event offered by BICR since before the pandemic, this day was well attended and received by staff.
- Participated on the Participant Safety Steering Committee which provides participant incident statistics and information to the Board of Directors on a quarterly basis.
- Completed the annual French Language Services assessment for the province.
- Purchased Air Purifier units with HEPA filters for use in some common spaces.
- Supported multiple staffing changes and transitions of key support roles and management positions.
- Records Assistant, Komal Thakor, with great support from Maureen Walker, Receptionist, and Sarah Peters, Administrative Assistant, worked on the transition of electronic and paper participant record binders to a new Record Binder Order.
- Administrative Assistants Jayme Richardson, Komal Thakor and Sarah Peters were actively involved as members of various committees including the agency's Staff Social Wellness Committee, Admissions Committee, Falls Committee, Behaviour Review Committee, Joint Health & Safety Committee and Accreditation Canada teams.

- Maintenance staff Lewis Thompson retired in November 2021 and Rob Ianni was welcomed aboard as his replacement in February 2022. Many thanks to Rick Pozzebon, Maintenance, for supporting all locations while the agency made this transition.

GOALS FOR THE UPCOMING YEAR

- Continued support to staff, participants, families and the community in conjunction with the agency's ongoing COVID-19 response initiatives. Report PPE statistics to the province.
- Roll out of the InterRAI CHA assessment software, AcuteNet.
- Complete Participant and Family Satisfaction surveys.
- Facilitate the completion of a House Inspection for Richardson Court, Promenade Richelieu and Parkdale residences, and respond to any immediate concerns identified.
- Participate and support the return of the agency's annual Golf Tournament Fundraiser.
- Complete the annual French Language assessment as mandated by the province.
- Continued rollout and adaption of the BICRtracker database system, including establishing the final link between Tracker and BICRshare software and imbedding a participant file destruction capability.
- Continue the transition to a new Record Binder Order by updating participant files in BICRshare and paper RB folders. Destroy participant records as per the agency's retention schedule.
- Manage PHIPA requests and questions regarding privacy. Facilitate privacy training for staff.
- Participate in the Community Open Space & Staff Open Space forums.
- Renew the agency's Emergency Response and Outbreak committee and update response plans accordingly.
- Establish new technical support mechanisms as a result of the changes in staff at MicroTech Niagara. Respond to ongoing technology challenges and plan for new initiatives, such as the upgrade or replacement of the agency's scheduling software (TimeShift) which is nearing its end of life. Target replacement of computer systems in the 8-10-year-old range.

HEATHER OLSZEWSKI

PROJECT MANAGER

Once again a challenging year lies behind us. The 2021-22 fiscal year brought much change to the Human Resources department. A new HR Coordinator and Director of Human Resources joined BICR in the 2nd and 3rd quarters respectively.

RESPONDING TO COVID-19

The global pandemic continues to shape the way we live and work. The health of our employees and participants remains our highest priority; over the year we continually reviewed the COVID-19 measures we have implemented to ensure the well-being of our employees and participants, and to provide the best possible support in these dynamic times. Hybrid and remote work options were utilized and will likely continue into the future.

RECRUITMENT & RETENTION

We believe that our key piece to successful programming lies within our employees. The Human Resources department has continued to work heavily with Program Managers to attract and retain skilled and suitable candidates. Ensuring that we have skilled, eager, diverse and motivated individuals were keys strategies in ensuring our participants were met with a positive and productive experience, while we continued to battle the ongoing limitations of the pandemic.

The recruitment efforts were met with some challenges in 2021-2022, due to the labour market being diluted with jobs in support and human services. The HR department struggled with high turnover within the relief and part-time pool, which has led to ongoing needs. On a positive note, full-time positions continued to thrive in internal applicants—each posting receiving multiple internal applicants each time.

Some of the tools and resources the HR department used to recruit are career channels such as Indeed, Job Bank, Brock University and Niagara College careers, as well as Employment Services agencies such as YMCA, Job Gym, and DSBN's Transitions to Employment. We have continued to build ongoing relationships with employment counsellors for referrals of potential candidates.

CHANGES	NUMBERS
New Hires (External) - 30	22 (relief status positions) 3 (part time status positions) 5 (full time status positions)
Departures - 32	32 Resignations
Internal Movement / Promotions - 27	2 (position promotions) 12 (permanent full time positions) 4 (permanent part time positions) 4 (full time temporary contracts) 5 (lateral transfers)

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.
HUMAN RESOURCES ANNUAL REPORT
2021 - 2022

In 2021-2022, BICR had (4) Canada Summer Job grant positions in Residential Services approved. At the end of the summer, each student expressed interest in continued employment, and was offered relief/casual positions within various residential locations. We hope that the 2022 summer term is as fruitful, as we head into our CSJ season.

TRAINING & DEVELOPMENT

Training efforts began to take off once again in Q3, and we were able to resume in-person training sessions such as: Mental Health First Aid (MFHA Canada), First Aid/CPR and Safe Management Training.

BICR has continued to support post-secondary institutions by continuing to provide placement opportunities to students in programs such as SSW, Educational Assistant, Community Support Worker Recreational Therapy and Human Resources. BICR has expanded in supporting colleges by adding Mohawk and George Brown College. These placement opportunities have proven to be helpful in recruitment efforts as well, as we have continued to extend job offers to successful and eager students with positions such as Assistant Rehabilitation Counsellors, as well as regular Rehabilitation Counsellors to those who meet the education and performance requirements.

VOLUNTEERS

Volunteer efforts have continued to be an ongoing struggle, as HR has struggled to recruit for volunteers to represent BICR at Delta Bingo. Past volunteers have either moved on to other ventures, or moved away to farther locations during the pandemic. Staff have been a huge help in filling in volunteer slots, and this has kept us continuing to gain contributions.

As restrictions lift, the HR department hopes to attract volunteers by participating in events such as job fairs, community partner events and post-secondary networking opportunities. We have continued our membership with RAVA, which has kept us up to date on best practices.

LEGISLATIVE CHANGES

Bill 27, Ontario Working for Workers Act 2021 introduced in October 2021, received royal assent in December 2021 and amends the Employment Standards Act (ESA) to require the following:

- Requires employers with 25 or more employees to have a written policy about employees disconnecting from their job at the end of the workday by June 2022
- Ban the use of non-compete agreements that prevent people from exploring other work opportunities
- Help remove barriers, such as Canadian experience requirements, for internationally trained individuals to get licensed in a regulated profession and get access to jobs that match their qualifications and skills

Bill 88, Working for Workers Act 2022 introduced in February 2022, received royal assent in April 2022 and brings a new section to the ESA titled “Written Policy on Electronic Monitoring” requiring employers with 25 or more employees to create and publish an electronic monitoring policy by October 2022.

SUMMARY

The HR department is committed to organizational excellence through a focus on learning, teamwork, process improvement, customer service, leadership development, employee engagement, retention, wellness, and strategic planning.

Human Resources has remained committed to excellence and ensuring a safe, welcoming work environment. We provide integrated, innovative people-centered support that help foster development of an engaged, healthy and positive workforce, supporting the strategic direction of the agency. The continued focus on a transformation of HR processes and support will bring positive change to the entire employee experience and life cycle, from date of hire to retirement for staff.

By working collaboratively with the management team, we will continue to focus on the following initiatives into FY 2022/23:

- Strengthening our employee value proposition by examining total rewards
- Increase focus on organizational culture and employee engagement, responding to needs for career growth, total wellbeing and purpose
- Increase focus on Talent Management – performance management and succession planning
- Manage day to day HR processes by optimizing new and existing data management systems, including electronic file management.
- Promote health, safety and wellness initiatives
- Stay current and respond to ever changing legislative changes that impact policies and procedures

LISA YOUNG
DIRECTOR HUMAN RESOURCES

CLAUDINE RAPHENYA
HUMAN RESOURCES COORDINATOR

This past year has brought about changes to the finance and accounting team. After 31 years of service with BICR, Sandra Harding, Director of Finance retired at the end of December 2021. A multitude of best wishes extended to Sandra as she starts a new chapter.

The writer of this report started at the end of November 2021 as Director of Finance reporting to the Chief Executive Officer; providing financial and statistical reporting and overseeing accounts payable and accounts receivable. The Director of Finance is part of the management team, Quality Committee, Transportation Committee (part of Strategic Direction Teams) and the Policy & Procedures Committee.

During 2021-2022, with the proceeds from several bingo events held at Delta Bingo, a new van was purchased for Unit 10, Martindale Road. A second truck was leased during 2021 for the Cemetery Gardening Angels program. Having a fleet of vans available at each residential site and also available for the COSS and Modular Services programs makes travel to programs and services a little easier for those with limited transportation options.

As part of the Strategic Information Systems Plan (SISP), several computers and laptops were replaced again this year. In addition, a new exchange server was installed to upgrade and continue Microsoft support of BICR's mail server.

The Quality Committee continued meeting throughout the year to monitor and communicate the results of current initiatives. The Quality Plan for 2022/2023 is currently being finalized. As always, the overall goal is to provide the highest quality of care with regard to the participant and family experience.

Much appreciation is sent to the BICR Management team for all of their support and assistance during the transition to the team and to Jamie Bird and Toni Bessette for their continued commitment and dedication to BICR.

WENDY BOWEN

DIRECTOR OF FINANCE

PRESENT: Nick Ostryhon, Frank Greco, David Shapiro, Sharon Cochrane, Dr. Tricia Pailing, Doug Kane, Christine Reeves, Brian Minard, Patricia McNabb, Luc Savoie, Jackie Lynch, Erica LaPlante, Sandra Harding, Dr. Linda Cudmore, Jayme Richardson (recorder)

1. Meeting called to order at 5:05 p.m.

Frank Greco welcomed and thanked everyone for attending the 33rd Annual General Meeting. This year is very different as we have had to host the meeting on Zoom due to the pandemic. Frank noted that all staff celebrating this year have received their gifts and plaques and congratulated each staff on their achievement.

4. INDEPENDENT AUDITOR'S REPORT / FINANCIAL STATEMENTS

Tim Nelles provided general comments with regards to the agency's operating results for 2020-2021. Tim is an Independent Auditor, and Grant Thornton Chartered Professional Accountants are not part of BICR. The auditor's responsibility is to express an opinion on the financial statements based on the audits. The audits are conducted in accordance with the Canadian generally accepted auditing standards. Those standards require that Grant Thornton comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Tim proceeded to present BICR's Financial Statements for the year ending March 31st, 2021. He stated that the Grant Thornton were welcomed by the agency and were provided with the documentation necessary to conduct the audit. He mentioned that the audit was completed without any concerns and the agency provided all the accurate documentation for the audit. Copies of the financial statements were circulated prior to today's meeting.

Based on the audit, the operating budget of approximately \$6,500,000 was appropriately managed. Of the \$6,500,000 budget approximately \$5,000,000 was used towards wages. There was an operating surplus of approximately \$300,000.

Tim stated he was happy to report that all accounting records are in excellent position and there are no significant items to report. There is a small surplus that will be added to the reserve fund which will put the agency in a better position for next year. He noted that this was an unprecedented year and that it was difficult at times working with remote access. Tim thanked Frank, Sandra and the Accounting Department for all of their assistance. Tim is hopeful that he will be able to present in person next year.

Motion: To approve the Independent Auditor's Report/Financial Statements ending March 31st, 2021 as presented.

Moved: Doug Kane

Seconded: Luc Savoie

Carried.

5. OTHER BUSINESS

President's Report

Nick Ostryhon presented the President's Report. Nick thanked all of the Board of Directors and staff for their hard work and dedication during this time.

Chief Executive Officer's Report

Frank Greco presented the Chief Executive Officer's Report. Frank noted how pleased he was with the Accreditation process up to this point and that there have been no major recommendations. The surveyors will be conducting site visits this fall.

Frank updated that on June 14th the province will be moving into Stage one of the reopening process. The agency will start to move forward and allow Outreach and Modular Services to meet in person outdoors with PPE and maintaining 6 feet distance. Residential participants will be allowed two outings a week in an agency vehicle. Outreach will continue to not drive participants in their personal vehicles at this time. Public Health is still recommending staff change their clothing before and after shifts at the residential sites.

Frank thanked the Board and the senior management team for their ongoing support and dedication to the agency, especially during these difficult times.

Appointment of Auditor's

Motion: To appoint the accounting firm of Grant Thornton for the operating year of 2021-2022

Moved: Nick Ostryhon

Seconded: Patricia McNabb

Carried.

Recognition of Directors

Nick Ostryhon – President

Christine Reeves – Secretary

David Shapiro – Director

Dr. Tricia Pailing – Director

Brian Minard – Director

Luc Savoie – Vice President

Doug Kane – Treasurer

Jackie Lynch – Director

Sharon Cochrane – Director

Patricia McNabb – Director

6. The date of the next Annual General Meeting TBA.

7. Meeting adjourned at 5:25 p.m.

Motion: To adjourn the 33rd Annual General Meeting.

Moved: David Shapiro

Seconded: Brian Minard

Carried.

Independent Auditor's Report

Grant Thornton LLP

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To the Members of
Brain Injury Community Re-Entry (Niagara) Inc.

Qualified opinion

We have audited the financial statements of Brain Injury Community Re-Entry (Niagara) Inc., which comprise the statement of financial position as at March 31, 2022, and the statements of operations, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for qualified opinion

As disclosed in Note 2 of the financial statements, purchases of property and equipment are recorded in the statement of operations as an expense in the period acquired. Purchases of land and building are recorded at cost and are amortized to the extent of principal repaid on the related mortgage during the year. This constitutes a departure from Canadian accounting standards for not-for-profit organizations. The impact of this departure from Canadian accounting standards for not-for-profit organizations on these financial statements have not been determined and therefore we were not able to determine the adjustments necessary to revenue, expenses, excess of revenues over expenses and cash flows from operations for the year ended March 31, 2022, assets and liabilities at March 31, 2022 and net assets as at April 1, 2021 and March 31, 2022. Our opinion on the financial statements for the year ended March 31, 2021 was modified accordingly because of the effects of this departure from Canadian accounting standards for not-for-profit organizations.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Other matter - supplementary information

Our audit was conducted for the purposes of forming an opinion on the financial statements taken as a whole. Schedules 1-12 on pages 14 – 25 are presented for purposes of additional information and are not a required part of the financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the financial statements, and, accordingly, we express no opinion on it.

Independent Auditor's Report (continued)

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditor's Report (continued)

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

St. Catharines, Canada
June 8, 2022

Grant Thornton LLP

Chartered Professional Accountants
Licensed Public Accountants

Brain Injury Community Re-Entry (Niagara) Inc.

Statement of Financial Position

March 31

2022

2021

Assets

Current

Cash	\$ 1,488,760	\$ 1,314,901
Short-term investments (Note 3)	881,062	871,893
Accounts receivable	30,539	63,307
Prepaid expenses	16,835	19,067
Funds held in trust for residents	<u>45,955</u>	<u>41,988</u>
	2,463,151	2,311,156

Long-term

Richardson Court Facility reserve funds on deposit	12,331	10,738
Property and equipment (Note 4)	842,441	873,159
Goodwill (Note 5)	<u>85,577</u>	<u>85,577</u>

\$ 3,403,500 **\$ 3,280,630**

Liabilities

Current

Accounts payable and accrued liabilities	\$ 326,632	\$ 408,567
Program funding payable	852,743	665,729
Deferred revenue	14,686	14,880
Liability for resident funds held in trust	45,955	41,988
Current portion of bank loan (Note 6)	13,178	12,745
Current portion of long-term debt (Note 7)	<u>19,213</u>	<u>18,988</u>
	1,272,407	1,162,897
Bank loan due on demand (Note 6)	<u>233,786</u>	<u>246,954</u>
	1,506,193	1,409,851

Long-term

Long-term debt (Note 7)	<u>92,710</u>	<u>111,923</u>
	<u>1,598,903</u>	<u>1,521,774</u>

Net assets

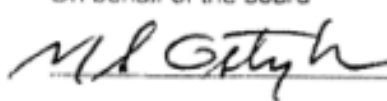
Unrestricted	379,724	379,724
Internally restricted - Reserve Fund	1,412,542	1,368,394
Externally restricted - Richardson Court Facility Reserve (Note 8)	<u>12,331</u>	<u>10,738</u>
	<u>1,804,597</u>	<u>1,758,856</u>

\$ 3,403,500 **\$ 3,280,630**

Commitments (Note 10)

Impact of COVID-19 (Note 12)

On behalf of the board



Director



Director

Brain Injury Community Re-Entry (Niagara) Inc.

Statement of Operations

Year ended March 31	2022	2021
Revenue		
Ministry of Health	\$ 6,207,826	\$ 6,070,638
Fee for service	345,653	383,951
Rental income	76,634	75,725
Resident fees and recoveries	111,183	96,084
S.E.E.D. grants	21,416	11,760
	<u>6,762,712</u>	<u>6,638,158</u>
Expenses		
Building and grounds		
Amortization	31,733	29,614
Occupancy costs	178,497	184,975
Interest on long-term debt	11,396	13,736
Utilities	47,417	42,462
Maintenance	172,940	150,622
Contracted out	20,664	31,951
Employee benefits	717,154	679,724
Equipment	53,087	57,869
Insurance	85,160	72,335
Office	25,248	14,678
Participant costs	132,228	97,332
Professional fees	11,676	15,423
Supplies	71,011	93,151
Telephone and general expenses	48,882	49,614
Training	30,590	21,803
Travel	49,536	59,081
Wages	5,067,024	5,005,889
	<u>6,754,243</u>	<u>6,620,259</u>
Excess of revenue over expenses before other items	<u>8,469</u>	<u>17,899</u>
Other items		
Cemetery Gardening Angels revenue	66,443	19,985
Donation and fundraising revenue	42,176	133,695
Interest income	9,957	17,272
Cemetery Gardening Angels expenses	(53,395)	(12,466)
Fundraising expenses	(3,926)	(2,142)
Vehicle amortization	(23,983)	(23,920)
	<u>37,272</u>	<u>132,424</u>
Excess of revenue over expenses	<u>\$ 45,741</u>	<u>\$ 150,323</u>

BRAIN INJURY COMMUNITY RE-ENTRY (NIAGARA) INC.

DONATIONS
2021 – 2022

DONATIONS AND SPONSORSHIPS 2021 – 2022

Claire Beckerman
David Hastings
Frances & Darren Cyr
Larry & Lucille Richardson
Max Coorsen
Stamford Centre Volunteer Firemen's Association
Stephanie DeJong
The Benevity Community Impact Fund
The Mobile Mixer
Wilfred Hancock

DONATIONS IN MEMORY

Alma Marie Venier
Denis Jackson
George Edwards
Jason Schachtschneider
Murray Adams

We would also like to recognize the many individuals who have contributed to our agency during the 2021-2022 fiscal year.

A special thank you to all!!